

4 PART STRATEGY



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Motivator

The complexity of today's operational environments requires commanders to combine offensive, defensive, stability or civil support tasks, and sustainment operations to meet the demands of full spectrum operations.

The Army uses a Four Part Strategy to prepare for full spectrum operations.

As a Senior Transportation Officer, your familiarization with the Army's Four Part Strategy will help you and others better accomplish the transportation sustainment mission within full spectrum operations.

The foundations for Army operations are contained in its operational concept of full spectrum operations.

The goal of full spectrum operations is to apply landpower as part of unified action to defeat the enemy on land and establish the conditions that achieve the joint force commander's end state.

MOTIVATOR



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Lead-in

The Army's four Part Strategy consists of:

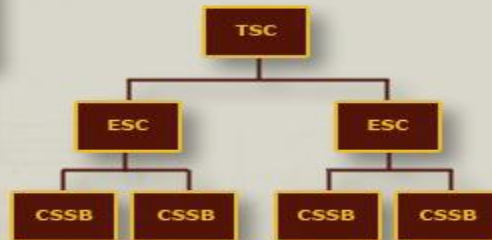
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Doctrine



Force Structure



Training



Information Management

The Army's Four Part Strategy consists of: Doctrine, which covers combat arms and sustainment operations; Force Structure where the Army is adopting a modular concept for combat and sustainment units, with the Theater Sustainment Command (TSC) having overall control of sustaining the force; Training that includes individual and collective training, and joint exercise; and Information Management, which includes systems such as the Transportation Coordinator's Automated Information for Movement Systems II (TC-AIMS II) and Global Transportation Network (GTN).

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Full Spectrum Operations

The Army's operational concept is full spectrum operations and it is the core of Army doctrine which is:

"Army forces combine offensive, defensive, and stability or civil support operations simultaneously as part of an interdependent joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results."

This operational concept describes how the Army forces adapt to meet the distinct requirements of land operations.

It is broad enough to describe operations now and in the near future and flexible enough to apply in any situation worldwide.

To support the Army's operational concept, the Army's sustainment operational concept is based on an integrated process (people, systems, materiel, health services, and other support) which links sustainment to operations.



The concept of full spectrum operations focuses on building a combat ready Army force, delivering it to the Combatant Commander (CCDR) as part of the joint force, and sustaining its combat power across the depth of the operational area with unrelenting endurance.

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Doctrine

Army doctrine is a body of thought on how Army forces intend to operate as an integral part of a joint force. Doctrine focuses on how to think-not what to think.

It establishes the following:

- How the Army views the nature of operations.
- Fundamentals by which Army forces conduct operations.
- Methods by which commanders exercise command and control.

Army doctrine forms the basis for training and leader development standards and support products.

Training standards provide performance baselines to evaluate how well a task is executed. Together, doctrine, training, and resources form the key to Army readiness.

Doctrine consists of:

- **Fundamental principles**
- **Tactics, techniques, and procedures**
- **Terms and symbols**

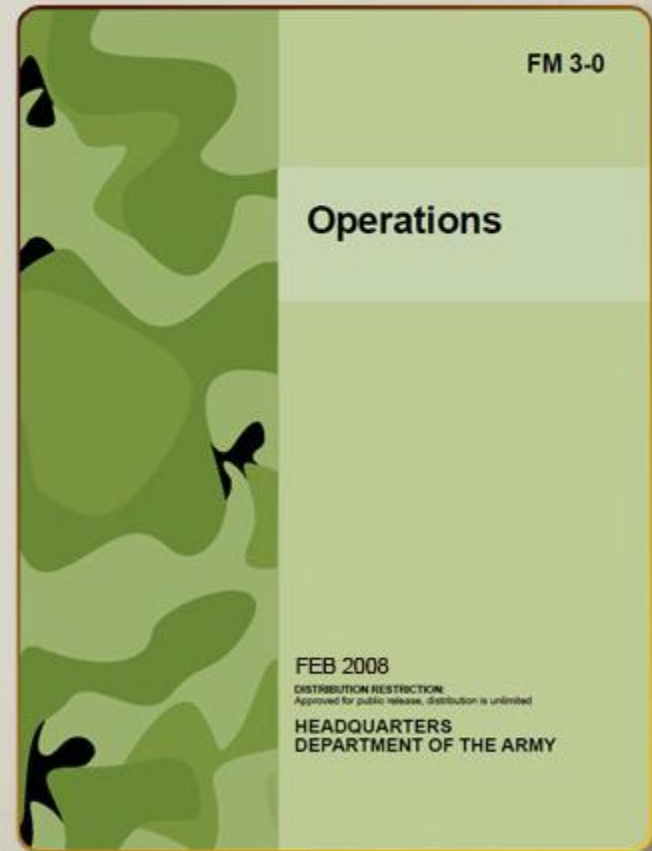
Doctrine is a guide to action, not a set of fixed rules, it is broad enough to provide a guide for unexpected situations.

It combines history, an understanding of the operational environment, and assumptions about future conditions to help leaders think about how best to accomplish missions.

It provides an authoritative guide for leaders and Soldiers but requires original applications that adapt it to circumstances.

Doctrine should foster initiative and creative thinking.

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Fundamental Principles

Fundamental principles provide the foundation upon which Army forces guide their actions. They foster the initiative needed for leaders to become adaptive, creative problem solvers.

These principles reflect the Army's collective wisdom regarding past, present, and future operations. They provide a basis for incorporating new ideas, technologies, and organizational designs.

Principles apply at all levels of war.

Terms and Symbols

Doctrine provides a common language for professionals to communicate with one another. Terms with commonly understood definitions comprise a major part of that language.

Symbols are the language's graphic representations. Establishing and using words and symbols with common military meanings enhances communication among professionals.

It makes a common understanding of doctrine possible.

Tactics, Techniques and Procedures

Tactics, techniques, and procedures provide additional detail and more specific guidance, based on evolving knowledge and experience.

Tactics, techniques, and procedures support and implement fundamental principles, linking them with associated applications.

The "how to" of tactics, techniques, and procedures includes descriptive and prescriptive methods and processes.

Tactics, techniques, and procedures apply at the operational and tactical levels.

Tactics are the employment and ordered arrangement of forces in relation to each other.

Techniques are non-prescriptive ways or methods used to perform missions, functions, or tasks.

Procedures are standard, detailed steps that prescribe how to perform specific tasks.

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Force Structure

The Army has developed the capability to rapidly tailor and task-organize expeditionary force packages consisting of any combination of light, medium, and heavy forces; it can blend Regular Army, Army National Guard, and U.S. Army Reserve units and Soldiers. The Modular Army force packages can:

- Provide increased combat power
- Allow for flexibility in selecting the right mix of units/headquarters
- Move from a Division-based to Brigade-based Army to:
 - Create a larger pool of available forces to support ongoing operations
 - Create a capabilities-based Army
 - Increase available training time
 - Enable stable and predictable deployment schedules
- Utilize modular supporting brigades
- Streamline command levels headquarters



Today's operational environment, with the increasing need to employ land forces at the outset of a campaign, requires responsive Army forces tailored to individual combatant commanders' needs.

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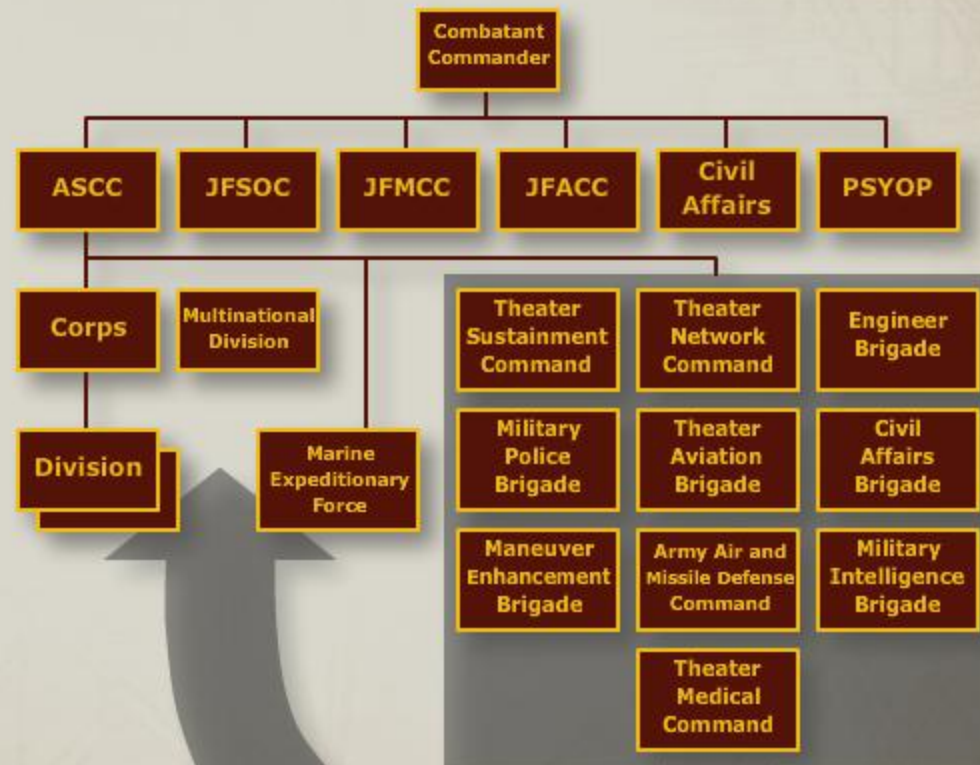
Modular Structure

The modular structure has three headquarters organizations:

- Theater Army
- Corps
- Division

All three headquarters are modular entities designed as stand-alone headquarters, unconstrained by a fixed formation of subordinate units.

Theater Army is the doctrinal name for the Army Service Component Command (ASCC), which focuses on combatant command-level landpower employment and serves as the primary vehicle for Army support to Army, joint, interagency, intergovernmental, and multinational forces within a combatant commander's area of responsibility.



The modular structure has three headquarters organizations: Theater Army, Corps, and Division.

The doctrinal name for the Army Service Component Command of a geographic combatant command is Theater Army.

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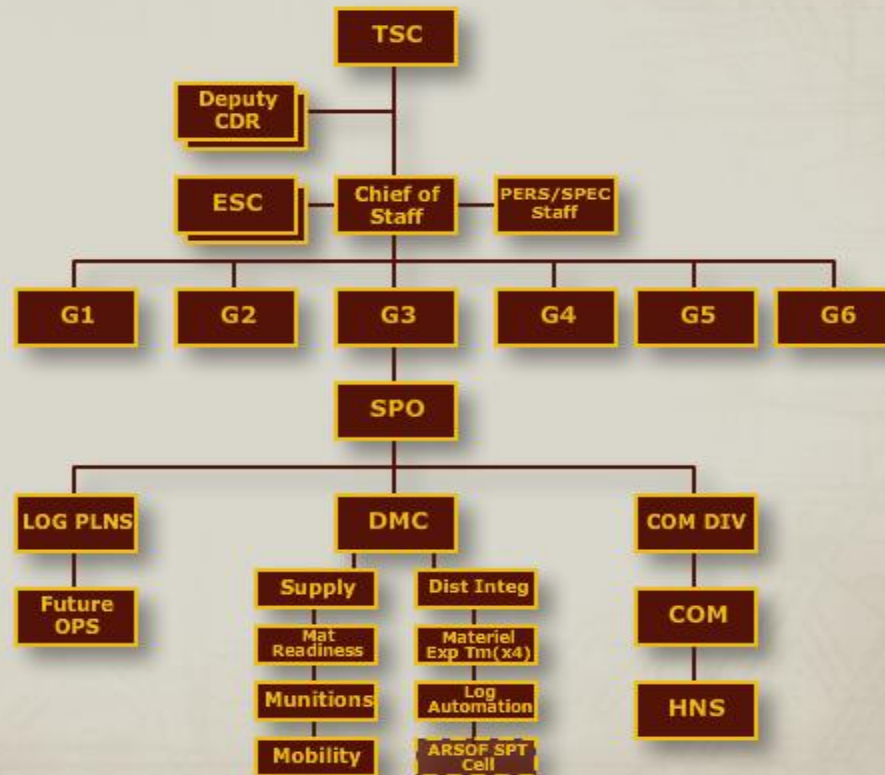
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Theater Sustainment Command

Within the operational environment the Theater Sustainment Command (TSC) commands and controls Army operational-level support of a joint or multinational force; providing centralized command and control (C2) and decentralized operations throughout the theater.

The TSC and ESC are assigned to an Army Service component command (ASCC). They:

- Conduct peacetime planning for logistics support of contingency operations
- Provide command and control of multifunctional sustainment brigades
- Direct theater-opening, deployment, and redeployment operations
- Direct maneuver sustainment operations
- Manage surface and air distribution systems
- Establishes support of logistics infrastructure
- Coordinate for Force Protection resources



The TSC is the central operational echelon that is responsible for C2 of theater opening (TO), theater distribution (TD), and sustainment operations conducted in support of Army and, on order, joint, interagency, and multinational forces.

As a Transportation Officer, your main interest in the modular structure is the Theater Sustainment Command (TSC) and its subordinate Expeditionary Sustainment Commands (ESCs).

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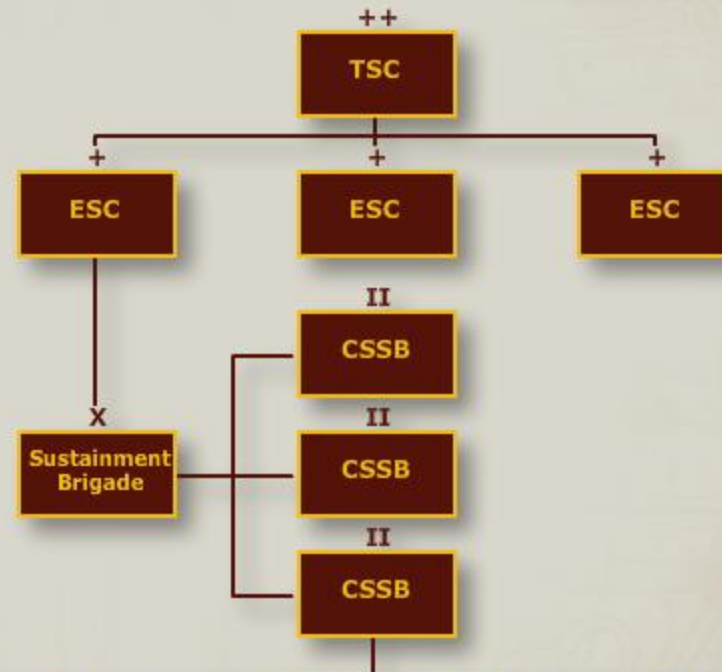
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TSC Subordinate Organizations

Expeditionary Sustainment Commands (ESCs), attached to the TSC, provide an additional measure of responsiveness, agility, and flexibility for employment.

The Sustainment Brigade plans and executes sustainment, distribution, theater opening and reception, staging, and onward movement of Army forces in full spectrum operations as directed by the ESC/ESC.

The Combat Sustainment Support Battalion (CSSB) is the entity of the Sustainment Brigade that provides the distribution link between theater base, aerial ports of debarkation (APODs), sea ports of debarkation (SPODs), and the supported units.



Several Expeditionary Sustainment Commands are usually positioned in forward locations within the Area of Operations.

Normally, the Theater Army attaches a Sustainment Brigade to the TSC.

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Army Force Generation

Army Force Generation (ARFORGEN) uses personnel, equipment, and training to generate forces to meet current and future requirements of combatant commanders.

Units must build their readiness over time as they progress through the three operational readiness cycles.

These cyclical readiness processes force commanders to recognize that all units are not ready all the time.



Army Force Generation is the structured progression of increased unit readiness over time resulting in recurring periods of availability of trained, ready, and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements.

4 PART STRATEGY

Returned from Deployment Mission

Units must rapidly close on their home station or mobilization site with their personnel and equipment to begin the reset phase.

Reset

Units returning from operations or have experienced significant organizational changes are placed in the reset phase.

Active Army units typically stay in the pool for 6 to 9 months, while Reserve Component units will probably stay up to 4 years.

It is during this phase that replacement personnel arrive and are assigned additional duties, such as the Unit Movement Officer (UMO).

Available

Units are capable of conducting a mission under any combatant commander. All Active and Reserve Component units pass through a 1-year available force pool window.

Generally, Active Army units will rotate through this pool 1 in every 3 years; Active Reserve units 1 in every 5 years; and Army National Guard units 1 in every 6 years.

Train/Ready

Units determined to be at a ready level are capable of beginning their mission preparation and collective training with other operational headquarters.

They are eligible for sourcing; may be mobilized if required; and can be trained, equipped, resourced, and committed to meet operational requirements, if necessary.

It is during this phase that the individual training that could not be accomplished during reset is completed and collective training is begun.

A critical event that occurs during this phase is the handoff of units from the peacetime mission commander to the wartime commander.

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Training

Training takes place in the Reset and Train phases of the ARFORGEN cycle.

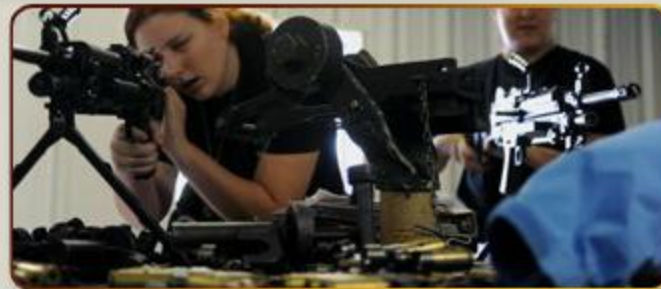
Training consists of:

- Individual
- Collective
- Joint Training

It is during this phase that the individual training that could not be accomplished during reset is completed and collective training is begun.

A critical event that occurs during this phase is the handoff of units from the peacetime mission commander to the wartime commander.

The handoff may involve a significant number of changes to deployment data, once the wartime commander outlines the scope of the intended mission and the OEL transitions into the UDL.



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Individual Training

Individual training provides individuals with military specialty or professional skills, but acquisition of such skills does not equate with operational preparedness.

Individual training is only a building block. It must be integrated with collective training to be translated from skills to operational preparedness.

Individual training consists of:

- **Professional**
- **Functional**
- **Joint**
- **Distributed Learning**

Individual training provides individuals with military specialty or professional skills.

It is a building block that must be integrated with collective training to be translated from skills to operational preparedness.



Distributed Learning

The objective of Distributed Learning (DL) is to bring training to Soldiers anywhere at any time, including at home station or deployed locations.

Distance Learning uses information technologies to deliver training at Soldiers' home stations, or at other locations distinct from the source of the training, thus shortening the time Soldiers must spend at residential learning facilities.

In an effort to increase the efficiency and effectiveness of its training, the Army has implemented the Distance Learning Program.

As a method of delivering individual training, Distance Learning does have its limitations. For example, it is not suited to the teaching of practical or team skills.

In such cases, however, a mixture of methods can be used, with theoretical skills being taught at a distance but the practical component of a formal course being taught at a formal training center.

Professional

Professional individual training categories include:

- Transportation Basic Officer Course
- Combined Logistics Officer Advanced Course
- Command and General Staff College
- Army War College

Joint

Joint individual training includes:

- Armed Forces Staff College
- Industrial College of the Armed Forces
- Executive Introduction to Defense Transportation

Functional

Functional individual training (including schoolhouse and Army Reserve Readiness Training Center instruction) includes:

- Unit Movement Officers Course
- Mobilization Officer Course
- Mobilization Planning
- Introduction to Defense Transportation
- Strategic Deployment Planning Course

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Collective Training

Collective training is part of the Army Force Generation (ARFORGEN) cycle, which is a cumulative activity; each phase of collective training building on the last.

The training cycle usually begins with units focusing on individual skills (although typically individual training continues throughout the cycle).

It then moves to integration of individual training outputs into collective unit training, and culminates with integration of unit collective training outputs into the next higher command collective training.

Collective Training categories include:

- Battle Command Training Program (BCTP)
- Deployment Exercises (DEPEXs)
- Combatant Commander Exercises
- National Training Center (NTC)
- Sea Emergency Deployment Readiness Exercise (SEDRE)
- Rock Drills



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Joint Training

Joint training plays an integral role in transforming senior military leadership development and education by bringing joint training and professional military education together to ensure leaders are prepared to operate cohesively in joint operations.

Joint Training categories include:

- Joint Development Training Center
- U.S. Joint Forces Command (USJFCOM)
- Joint National Training Capability (JNTC)
- Joint Knowledge Development and Distribution Capability (JKDDC)



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Information Management

Information management is the science of getting the right information to the right place in a timely manner and in such a way that it is immediately useable.

It combines information systems and information processes to distribute, store, display, and protect knowledge products and services and provides asset visibility.

These knowledge products, such as Total Asset Visibility (TAV) must permeate throughout the Army. It supports collaboration and the conduct of operations while sustaining organizational performance.

Information management centers on commanders and the information they need to exercise command and control.

It employs both staff management and automatic processes to focus a vast array of information and make relevant information available to the right person at the right time.

It has two components:

- **Information systems**
- **Relevant information**



Mission success in the information age demands land forces possess unparalleled ability to use information to seize, retain, and exploit the initiative and to achieve decisive results.

It demands that commanders prevail in a continuous struggle for information superiority, a struggle that begins before deploying forces and continues long after concluding traditional military activities.

To this end, you, as a Senior Transportation Officer, supply the sustainment portion of the relevant information that the combatant commander needs for mission success.

4 PART STRATEGY

Information Systems

An information system is equipment and facilities that collect, process, store, display, and disseminate information. This includes computers-hardware and software-and communications, as well as policies and procedures for their use.

They employ automated processes that sort, filter, store, and disseminate information according to the commander's priorities.

Information systems, especially when merged into a single, integrated network such as LandWarNet, enable extensive information sharing.

LandWarNet encompasses all Army information management systems and information systems that collect, process, store, display, disseminate, and protect information worldwide.

One example of a subsystem in the Army's LandWarNet is the Transportation Coordinators'-Automated Information for Movement System (TC-AIMS II) operates in conjunction with the Global Command Support System (GCSS) to provide the automated tools needed for successful distribution management.

Relevant Information

Relevant information is all information of importance to commanders and staffs in the exercise of command and control. To be relevant, information must be accurate, timely, usable, complete, precise, reliable, and secure.

Relevant information provides the answers commanders and staffs need to conduct operations successfully.

All information given to commanders should be relevant information. That is, commanders should only receive information or knowledge products that they need for exercising command and control.

The information commanders receive drives how they visualize the operation. How relevant information fits into the commander's visualization determines its value.

In turn, their visualization guides what information commanders seek.

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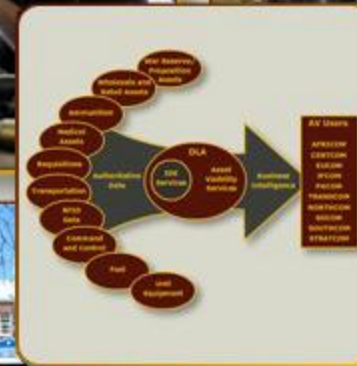
Four Part Strategy

Key Points

The following key points were discussed:

- Full Spectrum Operations
- Doctrine
- Force Structure
- Modular Structure
- Theater Sustainment Command
- Army Force Generation
- Training
- Information Management(APA)

KEY POINTS



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Quick Challenge

QUICK CHALLENGE



The following quote describes which of the Army's concepts?

"Army forces combine offensive, defensive, and stability or civil support operations simultaneously as part of an interdependent joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results."

Select the best answer and then select submit.

A. Four Part Strategy

B. Force Projection



C. Full Spectrum Operations

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Quick Challenge

QUICK CHALLENGE



Which type of training is cumulative and builds on the last phase?

Select the best answer and then select Submit.

A. Individual



B. Collective

C. Joint

D. Multinational

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Summary

In this lesson, you have learned about the Army's Four Part Strategy and the role that it plays in preparing units to accomplish their missions.

You have covered the following:

- Doctrine
- Force Structure
- Training
- Information Management

Transportation plays a key role in supporting the Army's Four Part Strategy of unit readiness by coordinating the movement of equipment, personnel, and supplies.

It is important to understand your impact on this support as a senior officer in the Transportation Corps.

SUMMARY

